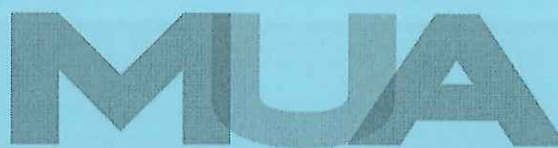


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 300 : INDUSTRIAL RELATIONS

DATE: 19TH DECEMBER 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

KOHINOOR ENTERPRISE

Kohinoor Enterprise was established in 1999, initially operating two public service company vehicles with a workforce of only two drivers and two conductors with Mr. Ombito being the only Transport Manager. As the company grew Mr. Ombito who was the transport manager decided to purchase more vehicles and recruit more drivers. Recruitment in Kohinoor enterprise was always done by word of mouth but the response was always overwhelming and Mr. Ombito recruited drivers and a few conductors successfully.

The employee salaries was initially agreed at ksh 8000/= p.m and 4000/= per month for drivers. However, Mr. Ombito had indicated to the employees that the remuneration would be reviewed upwards subject to employee performance and company profitability. By the year 2003 the company had grown and its fleet capacity had increased to fifteen vehicles and the transport manger could not cope with the work therefore he decided to recruited an Assistant Manger and he therefore recruited Mr. Kamunge as an Assistant manager to handle staff grievances, discipline, welfare , training , supervision monitor vehicle movements etc. The Transport Manager therefore took the leadership role in the organisation.

Before his recruitment Mr. Kamunge the Assistant manager had worked in Tetemeko valuers as a caretaker and his experience was not relevant to what he was now recruited to do and therefore he experienced a lot of challenges in handling and supervising drivers and conductors and he therefore resorted to threats and intimidation as a way of getting work done. Simple complaints from drivers and conductors on working conditions degenerated into blame game, disputes and dissatisfaction this affected employee performance and eventually the transport manger decided to form a complaint committee to sort out the complaints. There was a great improvement and the complaints reduced drastically. As years went by the enterprise kept growing new vehicles were being bought and new employees were

being recruited and it happened that one of the newly recruited employee came from a company which had a strong trade union so he therefore encouraged his colloquies to form or join the trade union. As they joined the trade union the members were promised that all their work related problems would be addressed in accordance with the requirements of the industrial labour relations. The most surprising thing with Kohinoor enterprise is that as the organisation continued to perform well new employees were recruited and paid the same salaries as the old employees this was perceived as unfair yet the employer had earlier on been promised an increment based on the company's profit and employee performance.

The old employees became so disgruntled and raised the matter with Mr. Kamunge who always failed to inform the Transport manager about the situation on the ground and as time passed by the labour problems continued to increase and by the time the management got to hear about it things had become worse and a strike was looming so the old employees were threatened of sacking and the management preferred new employees who were perceived to be more loyal and disciple to the company but before he took the action Mr Ombito consulted one of his friends in a similar industry who advice him to engage a consultant to assist him sort out the issues and he gladly recruited one who gave him advice and recommendation.

Required:

- a. Using the above case, briefly explain any five (5) objectives of collective bargaining (10 marks)
- b. Describe any four (4) forms of dispute resolution (10 marks)
- c. Name five (5) ways through which workers participate in organization's decision making (5 marks)

QUESTION TWO

- a. Industrial Relations (IR) is concerned with the relationship between management and workers and the role of regulating mechanism in resolving any industrial dispute. Discuss the three types of relations in IR. (12 marks)
- b. List three (3) causes of employees grievances at the work place (3 marks)

QUESTION THREE

- a. Briefly explain any five (5) objectives of industrial relations (10 marks)
- b. Many organizations experience poor industrial relations which may affect their activities and general performance. Outline any five (5) causes of poor industrial relations (5 marks)

QUESTION FOUR

- a. Describe the three dominant perspectives in industrial relations (12 marks)
- b. Name any three (3) effects of bad industrial relations on workers (3 marks)

QUESTION FIVE

- a. Individualism in industrial relations allows employees to directly engage corporate management and negotiate wages, salaries and benefits. Since an employee can negotiate based on her individual merits and values to the company, discuss five (5) advantages of individualism (10 marks)
- b. List five (5) way through which the State is involved in disputes (5 marks)

QUESTION SIX

- a. Assess any five (5) reasons why it is important for employees to join trade unions (10 marks)
- b. Outline five (5) essential conditions necessary for successful collective bargaining (5 marks)